



SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: July 1, 2025.** Please include this submission form as the first page of your electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

PROGRAM INFORMATION

County: Prince William County
Program Title: Transformation Management Office
Program Category: Organizational Development

CONTACT INFORMATION

Name: Lisa Madron
Title: Chief Transformation Officer
Department: Executive Management/TMO
Telephone: 703 792-7877 Website: www.pwcva.gov/tmo
Email: lmadron@pwcgov.org

SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: Christopher Shorter
Title: County Executive
Signature:

VACo 2025 Achievement Award Application

Executive Summary- PWC Transformation Management Office (TMO)

The Prince William County Transformation Management Office (TMO) is a groundbreaking, two-year initiative established to revolutionize local government operations. Launched on December 1, 2023, under County Executive Christopher Shorter, the TMO champions collaborative innovation, service excellence, and process modernization to enhance both internal operations and public service delivery.

Key achievements Include:

- **Strategic Staffing:** A forward-thinking approach has cultivated a diverse leadership team formed through open and internal applications that fosters career growth and cross-departmental knowledge sharing.
- **RISE Initiative:** Through weekly innovation meetings, the TMO has highlighted transformative projects.
- **Modernized Frameworks:** The deployment of structured frameworks such as DAPIM, Human-Centered Design and Six Sigma has optimized decision-making and operational efficiency across departments. TMO customizes change management plans and supports communication plan development.
- **Leadership Empowerment:** Historic events including a Leadership Summit, ongoing initiatives and tailored retreats have redefined leadership practices and enhanced collaboration.
- **Broader Impact:** By improving service delivery and fostering community engagement, the TMO has become a model for agile, customer-focused government transformation, attracting attention from diverse organizations eager to learn from its innovative approach.

This nomination exemplifies the TMO's commitment to transforming local government into a more efficient, accountable, and service-oriented institution, setting a new standard for public sector innovation and excellence.

VACo 2025 Achievement Award-Nomination of

PWC Transformation Management Office (TMO)

Introduction

The Prince William County (PWC) Transformation Management Office (TMO) is redefining local government operations through collaborative innovation, service excellence, process modernization and strategic leadership. Launched on December 1, 2023, under the vision of County Executive Christopher Shorter and established within the office of Executive Management, the two-year initiative, fosters cross-department collaboration, data-driven decision making, and an unwavering commitment to customer service excellence. By continuously improving processes and establishing robust frameworks for communication and collaboration, the TMO significantly enhances both internal operations and the public's experience with county services.

Strategic Staffing Approach: Building the Team for Success

The TMO's staffing strategy is a model of forward-thinking leadership development and departmental integration. In response to feedback gathered during Listening Sessions convened by County Executive Shorter, the initiative was designed to create pathways for career development and interdepartmental mobility.

The appointment of the Chief Transformation Officer (CTO), Lisa Madron, was secured through an open application process directed at department directors seeking a pivotal leadership opportunity. Additional leadership positions including, Director of Community Outreach and Engagement, Sarah Henry, as well as three Deputy Chiefs, Rachel Laguan, Tony Turnage, Domonique Ward, were filled internally. With team members possessing between six months and twenty-four years of county experience, this diverse composition has accelerated knowledge sharing and cross-functional collaboration. Acting positions within the TMO have enabled employees to gain broader insights into county operations while enhancing their skill sets and preparing them for future leadership roles. A temporary executive assistant, Charlene McCombs, was hired to support the Team administratively.

Elevating Innovation and Customer- Centered Service: The RISE Initiative

At the heart of TMO's achievements is the Recognizing Innovation in Service Excellence (RISE) initiative. Created by the TMO, RISE is a structured framework designed to highlight best practices and drive continuous process improvement. These weekly RISE meetings, spotlight innovative and transformative projects that improve public service delivery, and encourage replication of successful strategies across departments.

In its first year, the TMO has promoted and supported meaningful advancements occurring across county departments through process mapping, project and change management

supports and including data and developing metrics for measuring success and impact, in the following initiatives:

- Residential Solar Permitting Optimization- (Department of Development Services)- PWC became the largest jurisdiction in the Commonwealth and only Northern Virginia County to implement SolarApp+ streamlining the approval process.
- Permitting and Site Development Efficiency- (Department of Development Services) -Early process improvements reduced inefficiencies and accelerated approvals, including the Decision Engine and Quality Control Enhancements.
- Enhanced Library Digital Resources – (Department of Libraries)- Digital infrastructure upgrades improved efficiency, ensuring quicker access to materials.
- Optimizing Government Operations- (Department of Communications and Engagement-Clerk’s Office)-The One Meeting Agenda Review initiative is modernizing county procedures, minimizing bottlenecks.
- Reimagining Human Resources- (Department of Human Resources)-A redesigned Human Resources framework enhances employee engagement and retention strategies.
- PWC311 Service Platform- (Department of Information Technology)- A user friendly customer service application to transform resident access to county services.

- Public-Facing Performance Management Dashboard- (Office of Management and Budget)- A strategic system to track County Strategic Plan goals and metrics, fostering transparency.

The TMO conducted process mapping of current and future states for several departments and some coordinated community initiatives in the county. Often creating the initial mapping of a business process ever to have occurred, the TMO assisted with aligning the process, identifying pain points, understanding user needs and experiences and identifying a future process, by which, to address these areas.

RISE became a forum to help identify process needs, seek support and has provided departments an opportunity to refine their strategies and amplify service impact, encouraging continuous service enhancements based on real-time feedback. A prime example is the Mobius Budget Tracker, a financial transparency tool developed by PWC Libraries and, with the assistance of the TMO, expanded across all county departments through collaboration with the Office of Management and Budget and the Department of Information Technology.

TMO fosters community engagement through projects that improve public well-being and safety and has assisted in highlighting coordinated community response challenges and solutions. In September 2024, PWC Communications launched PWC Works, an online platform around seven county initiatives and in February 2025, added another six. TMO has worked to highlight these initiatives within this platform, identify milestones and measures and shape the pillars underlying these initiatives reflecting the county's

commitment of striving for exceptional customer service, maximizing operational efficiencies, providing excellent service delivery and collaborating around a coordinated response that achieves the best possible outcome for our community.

Transforming Government Processes for Impact

The TMO introduced structured frameworks that modernize service delivery and optimize operational efficiency, including:

- DAPIM (Define, Access, Plan, Implement, Monitor) Framework- A methodical approach to solving complex operational challenges.
- Human-Centered Design- Ensuring customers' needs shape solutions.
- Six Sigma Methodology- Driving data improvements to optimize decision-making.
- Change Management Plans- Certified in ProSci Change Management, the TMO supports and customizes change management plans for project initiatives.

By fostering cross-departmental collaboration, Departments are now working closer than ever, creating new ways to approach systemic challenges. Many employees reported that TMO collaborations marked the first time they engaged with their counterparts in problem-solving sessions, breaking down silos and leading to unprecedented improvements in efficiency. TMO fostered collaboration, outreach and engagement on the following initiatives:

- Procurement Innovation (Department of Procurement)- streamlining policies and processes and developing training for cost effective, transparent operations.

- Community Volunteerism (Community and County Departmental Collaborations)- re-igniting community volunteerism within the PWC through a coordinated community approach.
- Transportation Outreach and Engagement (Department of Transportation)- strengthening community awareness and involvement around innovation solutions.
- Community Coordinated Care (Community and County Departmental Collaborations)- building collaborative partnerships to address social challenges with compassion and strategy and creating integrated support systems that enhance well-being.

Empowering Leadership for Transformational Success

The TMO recognizes that sustainable transformation begins with leadership. In October 2024, the office hosted a Leadership Summit, bringing together department leaders at multiple levels for the first time in PWC history. The Summit was designed for leaders committed to evolving their leadership practices and creating a more agile, innovative and responsive organizational culture. Attendees' comments highlighted the Summit as a "needed opportunity for collaboration" and in providing, "a chance to interact with executive leadership." Innovative touches, such as QR-coded name tags to facilitate professional networking underscored the event. TMO launched a book club in January 2025, reinforcing leadership practices through curated discussions. Additional leadership-focused initiatives include:

- Monthly Leadership Experience Meetings- Providing ongoing opportunities for strategic foresight and team-building exercises.
- Customized Department Retreats and Workshops- Strengthening team building and leadership practices for sustained success.

These efforts have reshaped the leadership landscape in PWC with internal testimonials affirming the profound impact of the TMO's tailored, strategic approach on collaboration and continuous improvement. As one director stated, "It was that the TMO had experience with the County, so we didn't have to explain everything from scratch. I'm convinced that hiring an outside consultant wouldn't have been as effective as having the TMO on board."

Lasting Impact and Future Growth

Through its comprehensive approach to service innovation, process modernization, and leadership development, the PWC TMO has laid the foundation for a government that is agile, responsive, and customer focused. The innovative work undertaken by the TMO has attracted interest from private, public and academic organizations, all seeking to understand and replicate its transformative initiatives ([Transformation Management Office Website](#)). By addressing challenges with data-driven frameworks and expanding cross departmental collaboration, the TMO sets a benchmark in local government transformation that promises lasting positive impact.

TMO Budget

Personnel within TMO- Stipends and Temporary Staff	\$150K Annually x2
Training (ProSci certification and Six Sigma)	\$29,000 (Two Years)
Supplies/Events	\$34,000 (Two Years)
Milleage	\$800.00 (Two Years)

\$363,800 Budget (Two Years)

